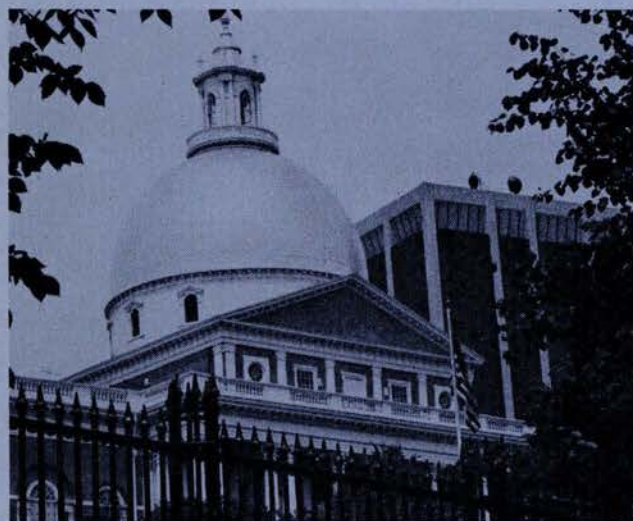


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ANNUAL REPORT
Fiscal Year 1986

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MESSAGE FROM THE PERSONNEL ADMINISTRATOR

It gives me great pleasure to submit this report on the accomplishments of the Department of Personnel Administration during Fiscal Year 1986.

This has been an exciting and challenging year for the Department. Many of the initiatives accomplished in previous fiscal years began to produce significant results, most notably in the areas of recruitment, automated systems, and some of our innovative human resource management programs such as the Massachusetts Employee Assistance Program and the Pride in Performance Program.

In addition, great strides were made in Fiscal Year 1986 in developing sound, effective personnel management programs and policies that will enhance the quality of work life for our current and future employees. Major innovations in the areas of management compensation, merit system administration, and recruitment were developed and implemented during the past fiscal year.

This Report, and the accomplishments it describes, re-affirms the Department's commitment to each and every employee who is a member of the state's workforce. It is a priority of this Administration to provide quality government services to Commonwealth citizens; our part in that mission is to ensure that the most supportive and effective human resource management programs and policies are available to state agencies, and through them to our state employees.

David A. Haley
Personnel Administrator

FISCAL YEAR 1986 DPA ANNUAL REPORT: MANAGING HUMAN RESOURCES IN AN ERA OF FULL EMPLOYMENT

INTRODUCTION

The Massachusetts success story is renowned across the nation: the lowest unemployment rate of any industrialized state. Massachusetts state government shares in the bounty of full employment. But along with the obvious benefits of such a positive economic situation, there are some very real concerns: how can state government continue to attract and retain a capable and diversified workforce when there is such competition for qualified employees?

It is the Commonwealth's Department of Personnel Administration (DPA) that is charged with the overall function of personnel management for state government operations. Through the development and implementation of specific policies and programs, the Department assists 90 state agencies and over 200 municipalities in the recruitment, retention, development and motivation of a diverse and complex workforce.

How then, is the Department meeting the challenge of full employment? What programs and policies are in place or under development to respond to this unique situation? And how will state government meet the changing demands of the labor force and the economy over the next three to five years?

The Department of Personnel Administration has developed a wide variety of innovative programs and policies in numerous areas of human resource management. Through careful planning, these policies and programs will enable the Department, and the Commonwealth it serves, to continually improve the quality of government services provided to Massachusetts citizens.

This Fiscal Year 1986 Annual Report describes the progress made by the Department in meeting four specific challenges: the challenges engendered by Massachusetts' full employment situation. They are:

- **Recruitment and Retention**
- **Accessibility for All**
- **Integration of Sound Human Resource Management Policies**
- **Application of Technology**

The Annual Report details the status of the numerous strategies being employed by the Department to meet each of these four challenges. Some of these programs and policies are new, having been initiated during FY'86; some have been in existence for several years. This Report demonstrates the results accomplished since the last Report, which covered Fiscal Years 1984 and 1985.

This is an exciting time for Massachusetts. The Department of Personnel Administration is proud to be one of the primary agencies responsible for providing leadership and direction for the Commonwealth's state workforce during this important era in state government.

CHALLENGE: RECRUITMENT AND RETENTION

Attracting and retaining a qualified workforce is perhaps one of the most demanding challenges faced by the Commonwealth today. The full employment situation in Massachusetts means that many job opportunities are available to talented, creative individuals. How can Massachusetts state government reach out to these potential employees and convince them, through the quality of worklife offered, that state government is their most viable option? How can we keep the employees currently working for us? What is it that employees need to remain productively employed?

The answers to these questions take the form of the many policies and programs currently in place or under development by the Department. The strategies described below, and the results that have been accomplished through them, demonstrate the Department of Personnel Administration's commitment to providing the kind of working environment for state employees that will enhance our ability to recruit and retain the very best.

The strategies to address this challenge are: Recruitment and Referral, BASEC, Alternative Work Options, and the Performance Recognition Program.

Recruitment and Referral

As part of its continuing effort to increase the efficiency of the application process for all state government positions, a new, automated system called STAR (System for Tracking Applicant Referrals) has been introduced. With STAR, an applicant submits one resume which is then referred to all agencies with appropriate available positions. The system permits complete confidentiality, and assists each department in achieving its affirmative action goals.

Fiscal Year 1986 Accomplishments (July 1, 1985 to June 30, 1986):

- . STAR encompassed over 4,000 resumes of applicants interested in state service
- . A successful police and firefighter campaign was conducted: total of 12,307 police applicants of whom 17% were minority; total of 10,650 firefighter applicants of whom 13% were minority

BASEC

BASEC (Business and State Employment Collaborative) is a non-profit entity established by the Department's Executive Search Program. Developed in conjunction with the Executive Office of Economic Affairs, BASEC is a collaborative effort between the state and the private sector. The program assists member organizations in minority recruitment efforts by establishing new sources, a strong regional and national network for on-going referral of minority candidates, and a rich and diverse talent bank upon which to draw in filling specific positions. Recruitment efforts focus on locating minority candidates for management and professional positions requiring at least five years of prior work experience.

Membership is currently limited to eleven companies, representing a broad range of services and industries. The bulk of the program's costs is borne by member companies who contribute through annual membership fees.

Fiscal Year 1986 Accomplishment (July 1, 1985 to June 30, 1986):

- . Program marketing established initial eleven BASEC member companies.

Alternative Work Options

The Alternative Work Options Program accommodates the growing number of workers who need greater flexibility in their work schedules. Currently, the program encompasses six scheduling strategies: part-time, job-sharing, flextime, staggered work hours, intermittent employment and seasonal employment. Together, these options constitute what is referred to in statute and regulation as "flexible hours employment."

Promotion and marketing of the Alternative Work Options Program has been a goal of the Department over the past several years. In FY'84, a series of conferences on flextime were held across the state, resulting in a dramatic increase in the number of employees participating in the flextime option. In FY'85, the main focus of activity was a pilot four-day work week project, which involved seven agencies, six collective bargaining units, the Office of Employee Relations, and 300 employees. Data was collected before and after the pilot; all seven agencies continued four-day work week programs when the pilot ended.

Fiscal Year 1986 Accomplishments (July 1, 1985 to June 30, 1986):

- . Alternative work options were explored in a statewide conference sponsored by the Department and the Office of Employee Relations; attended by 200 state managers
- . A report on the Flextime Four-day Work Week Pilot Program was prepared and distributed to the Office of Employee Relations, participating agencies and unions. The report concluded that the flextime four-day work week is an important option that should be continued under flextime
- . An Annual Report covering the FY'85 Alternative Work Options Program was produced; 1,500 copies were distributed to the Governor, appointing authorities, the Legislature, and other interested parties
- . A brochure entitled "Old Ideas About Work are Changing", describing the Alternative Work Options Program, was produced and distributed through the State Treasurer's office to all 60,000 Executive branch employees.

Employee Use of Options

OPTION	FY'85	FY'86	% INCREASE
Part-time	3500	3600	3%
Job-sharing	very few	few	slowly increasing
Flextime	5300	6500	22%

Performance Recognition Program

The Performance Recognition Program (commonly known as "Pride in Performance") was established in 1984 in accordance with Administrative Bulletin 84-6 to highlight excellence in Massachusetts state government. Under the program, each participating Executive Branch agency nominates outstanding agency employees to receive the Commonwealth Citation for Outstanding Performance. Agency size determines the number of citations available. From the list of agency recipients, no more than ten employees or groups each year are awarded the Manuel Carballo Governor's Award for Excellence in Public Service.

In the second year of its operation, the Massachusetts Performance Recognition Program developed a statewide calendar to highlight excellence in government throughout the year. The calendar featured a cover photograph of the Governor with the Citation for Outstanding Performance recipients and descriptions with photo illustrations of the ten Carballo winners. Ten thousand copies of the calendar were distributed to employees in all state agencies.

Fiscal Year 1986 Accomplishments (July 1, 1985 to June 30, 1986):

- . Governor and Mrs. Dukakis and agency heads joined with other guests in December, 1985 to honor 370 award recipients at a dinner at the Park Plaza Hotel; over 1100 were in attendance
- . The Massachusetts Performance Recognition Program and the Carballo recipients were the subject of a Boston Globe editorial and feature story and were reported about in other television, radio, and print media
- . The Pride in Performance Coordinators in agencies assumed greater responsibilities for the program and participated in the awards dinner.

CHALLENGE: ACCESSIBILITY FOR ALL

The current Administration is deeply committed to expanding opportunities for women, minorities, disabled individuals and veterans to achieve greater equality in all aspects of their lives, including employment. As a result, the Department is involved in developing programs that seek to increase the number of such individuals at all levels of state government.

The strategies to address this challenge are: Executive Search, Employment and Training, Merit System Administration, Classification Maintenance and Appeals System, Implementation of Statewide Classification Study via Collective Bargaining.

Executive Search

The Executive Search Program, initiated in April of 1985, provides professional recruitment and referral services which focus on the need to increase the number of state management positions held by qualified women, minorities, disabled individuals, and veterans. The program implements the intent of Executive Orders 227, 253 and 246, which ensure equal opportunity and affirmative action for members of these protected classes. The Executive Search Program manages a nationwide recruitment effort supported by a computerized tracking system (STAR). Information about available managerial openings is provided to current Massachusetts state managers and community groups through the publication of a monthly newsletter.

Fiscal Year 1986 Accomplishment (July 1, 1985 to June 30, 1986):

- . Thirty-nine executive placements, including 22 minority managers (56%); 21 women (54%); at an average salary of \$35,000.00.

Employment and Training

The Employment and Training (E.T.) Program is administered by the Department of Public Welfare (DPW). The program is designed to assist individuals who apply for or receive public assistance to achieve economic self-sufficiency and long-term employment. The Department of Personnel Administration is contracted through an interagency agreement with DPW to place a specified number of E.T. program participants in state government positions each year. The Department's staff match the qualifications and experiences of E.T. program participants with available technical, administrative, professional and support positions across state agencies. The full resources of the Department's recruitment and referral network, including a computerized application tracking system (STAR), are used to support E.T. program placement efforts.

Fiscal Year 1986 Accomplishments (July 1, 1985 to June 30, 1986):

- . Initial interagency agreement, signed in December, 1985, became effective in January, 1986
- . 181 applications for placement of E.T. program participants received
- . 12 placements made.

Merit System Administration

The Department of Personnel Administration has long recognized the need to administer the merit system in a way which encourages equal access to the system by a variety of users, including applicants, appointing authorities and current employees. Open access to public employment, assistance in establishing a capable and qualified workforce, and assurance of reliable and objective selection/advancement processes are within the forefront of the Department of Personnel Administration's interest in improving the Civil Service System through effective merit system administration.

Throughout the reporting period, the Department of Personnel Administration has assumed a pro-active role in merit system administration by developing initiatives designed to improve and enhance the Civil Service System. A Civil Service Simplification & Improvement Project, Changes in Personnel Administration Rules, Improvements in the Examination and Certification Process, Public Safety Seminars and Affirmative Action Recruitment are examples of the initiatives undertaken by the Department of Personnel Administration. These initiatives are summarized below and are more fully explored in the Merit System Administration Special Report which is available as a separate addendum to this Annual Report.

Fiscal Year 1986 Accomplishments (July 1, 1985 to June 30, 1986):

- . Civil Service Simplification & Improvement Project

This multi-phased project is designed to make the merit system more responsive and accessible to state agencies, municipalities, applicants and current employees. The project is divided into a number of segments which include: 1) a detailed study of the current Civil Service system; 2) development of strategies to address specific problems identified in step one; 3) implementation of recommendations relative to proposed changes in the law; 4) formulation of a conceptual proposal for a New Examination Program; and, 5) implementation of a New Examination Program.

- . Changes in Personnel Administration Rules

Amended rules designed to extend eligible lists and to provide appointing authorities with increased discretion in the selection process from open competitive examinations were implemented along with other significant changes brought about by Chapter 527 of the Acts of 1985. These rules were revised after a hearing was held on the proposed amendments to the Personnel Administration Rules. The hearing and rules issuance were the first of a number planned for the purpose of removing artificial barriers from the Civil Service process.

- . Personnel Delegation Program

A pilot program delegating certification authority was developed with the Department of Public Works. The delegation agreement included authority for the Department of Public Works to obtain expanded access to the State's applicant data base for the purpose of viewing eligible lists and for making name/address and geographic location code changes for eligible applicants on lists established specifically for the Department of Public Works.

. Improvements in the Examination Process

To improve the responsiveness of the system, streamlined time processing goals were established for each major step in the examination and certification cycle. The examination processing timetable includes the mailing of examination results within 30 days of the examination, establishment of eligible lists within 60 days and the issuance of certifications within 90 days. This "30/60/90 day program" has significantly improved the time required for processing examination and certification results.

. Improvements in the State and Local Government Certification Process

In conjunction with the "30/60/90 day program", efforts have also been underway to offer state and local government appointing authorities assistance in interpreting and applying changes to the statutes and rules governing the overall Civil Service process. A variety of outreach meetings, orientation sessions and training programs have been developed for both state and municipal appointing authorities including full-scale programs in labor service procedures, technical assistance meetings and public safety seminars. These activities have helped state and local government officials to better understand and gain access to the merit system.

. Public Safety Seminars

A series of Public Safety Seminars were conducted to provide information on the full range of Civil Service topics to police and fire public safety officials. A total of 213 of the 279 police and fire departments covered under Civil Service attended these seminars. In addition to police and fire chiefs, municipal personnel directors, city and town managers, and a number of mayors and members of boards of selectmen were in attendance representing a total of over 400 participants.

. Affirmative Action Recruitment

A full-scale recruitment campaign was undertaken to assist officials in cities and towns covered by the Castro vs. Beecher federal consent decree. This extensive program focused on attracting black and hispanic applicants to entry level firefighter and police positions. Through the help and cooperation of minority community leaders, city officials, affirmative action officers, local personnel staff, fire and police chiefs, and incumbent firefighters and police officers, a total of 1,403 minority applicants for firefighter and 2,135 minority applicants for police officer positions were recruited.

Summary of Civil Service Activities

Examination Functions	FY'85	FY'86
Examinations Held	798	661
Applicants Examined	37,960	39,223
Examination Fees Collected	\$101,471	\$344,196
Eligible Lists Established	623	668
Eligible Candidates on Lists	45,628	43,873

Certification Functions	FY'85	FY'86
Certifications Sent		
State - Official & Labor Service	3,105	3,329
Local Government - Public Safety	930	1,287
Municipal	2,486	971
TOTAL	6,521	5,587
Approved Applicants from Certifications		
State - Official & Labor Service	3,415	4,354
Local Government - Public Safety	1,371	4,135
Municipal	2,032	3,170
TOTAL	6,818	11,659
Applicants Notified for Employment		
State - Official & Labor Service	169,648	168,360
Local Government - Public Safety	21,604	50,459
Municipal	107,303	38,066
TOTAL	298,555	256,885

Classification Maintenance and Appeals System

The state management and non-management classification systems are maintained through review and evaluation of new and existing positions. Agency requests for the review and evaluation of existing positions are considered classification maintenance issues. (Such requests, when they pertain to non-management positions, are brought forward through the decentralization process, which places responsibility for the maintenance of the classification system at the agency level.) Requests for position evaluation and review by position incumbents are considered appeals.

A new set of policies and procedures governing the classification maintenance and appeals system for management and non-management positions, was issued by the Department during FY'86. These policies and procedures are designed to enable the Department to achieve its goal of 'ninety-day turn-around time' for response to appeals and classification maintenance requests, when sufficient information is provided.

Fiscal Year 1986 Accomplishments (July 1, 1985 to June 30, 1986):

- . Elimination of backlog of 200 management and 800 non-management appeals
- . Promulgation of new policies and procedures, effective May 1, 1986
- . Series of five training sessions across the state for agency personnel staff about the new policies and procedures.

Implementation of Statewide Classification Study Via Collective Bargaining

The Statewide Classification Study for non-management positions was undertaken in 1976. It included approximately 1,600 classification titles. There were three main objectives:

- . Proper classification of all employees subject to the State's Classification Plan
- . Determination of appropriate knowledges, skills, abilities and minimum entrance requirements for each class which would provide the basis for developing valid Civil Service Examinations
- . Elimination of all unnecessary position titles through the broadbanding of classes (grouping together of similar titles).

The Statewide Study reduced the number of non-management titles from approximately 1,600 to 780 and reclassified the positions of more than 68,000 employees.

The new classification system is being implemented as each collective bargaining unit contract is settled. Department staff provide technical assistance to the Office of Employee Relations during negotiation.

Fiscal Year 1986 Accomplishments (July 1, 1985 to June 30, 1986):

The following indicates the latest phase completed by each unit in the implementation process:

- . Unit 7 class reallocations released to the agencies in May, 1985 (This unit covers approximately 3,000 health care professionals)
- . Unit 6 class reallocations released to the agencies in December, 1985 (This unit covers approximately 3,750 professional/administrative employees)
- . Units 2, 4, 8, and 10 settled in June, 1986. The agreement effectuates conversion of all titles into the new class plan (This unit covers approximately 25,850 employees engaged in service, maintenance, institutional, security, social, rehabilitative and educational work)

- . Labor-Management Review Committee meetings are being planned for Units 2, 4, 8, and 10 to review the job content of the class specifications (The Office of Employee Relations, the unions, Department staff and agency managers are expected to participate in these meetings)
- . Units 1, 3, 5B, 9 and units covering Higher Education titles are in various stages of contract negotiations.

CHALLENGE: INTEGRATION OF SOUND HUMAN RESOURCE MANAGEMENT POLICIES

People are state government's most important resource. The effective management of our human resources is essential to our work for the public interest. How can we serve the Commonwealth's citizens without also ensuring that the needs of our own employees are conscientiously and pro-actively addressed? The Department of Personnel Administration develops and oversees the systems and training programs available to state agencies for managing their human resources. All of these policies and programs are founded on a deep and active commitment to improving the quality of work life for all Massachusetts state employees.

The strategies to address this challenge are: Human Resource Development, Massachusetts Employee Assistance Program, Performance Management System, Management Compensation Program, Employee Performance Review System, Temporary Clerical Help.

Human Resource Development

The Department addresses the training and development needs of all state employees. Based on a comprehensive needs assessment conducted in FY'86, a three-year ACTION PLAN was developed. This strategic plan included training and development opportunities for non-management staff; new programs for managers; and continued refinement and delivery of the comprehensive four-tier Management Development Program.

Additional services offered by the Department to state employees at no cost include: tuition remission for managers; information on how to return to college; and academic courses offered through the University of Massachusetts/Boston.

Fiscal Year 1986 Accomplishments (July 1, 1985 to June 30, 1986):

- . Comprehensive needs assessment conducted and three-year ACTION PLAN developed
- . Sponsored 61 training programs in which 1,863 employees from more than 50 agencies participated
- . Continued delivery of comprehensive Management Development Training Program
- . New programs included "Techniques of Supervision"; "The Secretarial Seminar"; "Time Management"; "Effective Writing for Managers"; and "Communication Techniques"
- . Completed plans for a hands-on computer lab.

Massachusetts Employee Assistance Program

The Massachusetts Employee Assistance Program (MEAP) was created to provide state employees and their families with an opportunity to identify potential problems and prevent them from becoming major obstacles in their work and personal lives. The program also helps employees and their families resolve personal problems that may already be affecting job performance. MEAP is the result of state government's recognition that emotional health is a key component of success at work.

MEAP services are provided by private, contracted vendors in various geographic locations. From its inception in 1978 until FY'85, coverage was limited to those state employees who worked in the Boston area. In FY'85, coverage was expanded from 7,400 employees and their families to over 18,000. Vendors provided services in nine geographic clusters across the Commonwealth. Coverage was also provided to members of the General Court and their families, as well as legislative staff and their families.

A statewide, toll-free MEAP information and referral phone service was initiated during FY'85 to fill the gap until full, state-wide coverage for all employees and family members could be achieved.

More information about MEAP is available in the FY'86 MEAP Annual Report.

Fiscal Year 1986 Accomplishments (July 1, 1985 to June 30, 1986):

- . A major expansion increased both the number of employees covered by MEAP and the number of geographic areas served
- . Coverage extended to an additional 19,000 employees, bringing the total number of covered employees to nearly 38,000
- . Contracts were written with an additional five vendors to provide increased services
- . 1,572 inquiry calls were received by MEAP, resulting in 791 documented cases
- . Penetration rate (extent to which target population is reached) 4.2%, an increase of 1.7 percentage points over FY'85.

Performance Management System

The Performance Management System (PMS) is a management tool designed for agency-level strategic planning and for performance planning and evaluation of individual managers. PMS was developed in response to Chapters 699 and 767 of the Acts of 1981, which mandated systematic performance evaluation for all state managers and employees.

PMS was designed with the assistance of private and public-sector advisory groups. Implementation began in August, 1984, with a pilot group of 600 managers in nine agencies, including the Department of Personnel Administration. More information about PMS is contained in a separate Progress Report available from the Department.

Fiscal Year 1986 Accomplishments (July 1, 1985 to June 30, 1986):

- . An additional thirty-one agencies with 1,200 managers were trained in PMS
- . One hundred fifty-five days of PMS training were provided
- . The remaining 53 Executive Branch agencies, with 1,800 managers, were individually introduced to PMS and began preparation for agency PMS training and implementation to take place in FY'87.

Management Compensation Program

The Management Compensation Program reviews elements of the state's compensation system for its managers, including base salary, cost-of-living adjustments, merit pay, benefits, and working conditions. Proposed changes will improve the state's total managerial compensation package, providing a well-structured and comprehensive system that will assist state agencies to attract and retain capable managers, as well as recognize the contributions of current state managers. This revised compensation system will constitute the necessary link between accountability for results, as required by the Performance Management System, and appropriate rewards for the achievement of those results.

During FY'86, Department staff worked closely with the Joint Public Service Committee of the Legislature to develop the content of House 5382, the Management Compensation Act of 1986. This Act directed the Department to design a merit bonus program for state managers that would be tied to the Performance Management System. Additional managerial benefits incorporated into the law included a monthly vacation accrual policy for managers, a training incentive program, and a general salary increase.

Fiscal Year 1986 Accomplishments (July 1, 1985 to June 30, 1986):

- . Articulation of the Management Compensation Program goals
- . Establishment of the Management Compensation Advisory Group, comprised of senior level managers from several state agencies, which assisted in the development of the merit bonus program and advised on compensation issues
- . Review of public sector pay for performance systems, merit bonus programs, and related management initiatives, to assist in the development of similar systems for Massachusetts.

Employee Performance Review System

The Employee Performance Review System (EPRS) is a standard performance evaluation system for state non-managerial employees. This system, mandated in Chapter 767 of the Acts of 1981, was developed by the Department in conjunction with the Office of Employee Relations and the state labor unions. EPRS is being implemented through the collective bargaining process. Under EPRS, the job performance of each state employee will be evaluated in writing once a year, following a year-long cycle of work planning and review. Extensive supervisory and employee training is required to implement the system.

Fiscal Year 1986 Accomplishments (July 1, 1985 to June 30, 1986):

- . Under the auspices of the Office of Employee Relations, agreements signed with the Alliance (Units 2, 4, 8, and 10) and NAGE (Unit 6) are to include EPRS
- . Planning among the Department, the Office of Employee Relations and the unions for pilot implementation in six agencies in early FY'87 is underway.

Temporary Clerical Help

The Commonwealth frequently contracts with vendors for temporary clerical help due to emergency situations. Prior to 1984, there was no consistent system for hiring temporary clerical workers in state government. The Department overhauled the procedures through which state agencies may access temporary clerical help services in FY'84, by issuing new guidelines including recommended rate schedules for all agencies and vendors and standardized job titles and specifications. In FY'85, a Request for Proposals was issued, inviting temporary clerical help vendors to submit set rates within the established standardized guidelines for 13 job skills in four geographic regions of the state. Twenty-four vendors responded and were then awarded contracts for the fiscal year. Agencies no longer had to negotiate individual contracts, but could access temporary clerical help through statewide contracts.

Fiscal Year 1986 Accomplishments (July 1, 1985 to June 30, 1986):

- . Vendors who had signed master contracts in late FY'85 were invited to renew contracts for the next fiscal year with a 4% inflation factor rate adjustment
- . Total amount expended by state agencies for temporary clerical help services was approximately \$1.3 million.

CHALLENGE: APPLICATION OF TECHNOLOGY

In its role as a central control and regulatory agency, the Department of Personnel Administration is experiencing a tremendous evolution. The availability of microcomputer technology has streamlined the laborious process of overseeing personnel transactions for approximately 60,000 Executive Branch employees and 100,000 municipal employees. The strategies and accomplishments described below document the Department's initial use and rapid expansion of automated systems to accomplish its work in a more efficient and cost-effective manner. With the advent of some of the management information systems, a clear and accurate "snapshot" of the state workforce will be available from the Department in a separate Status Report.

Automated Systems

The Department of Personnel Administration has become more fully automated to accommodate the tremendous number of personnel processing transactions for all state and municipal employees. The agency's automation is an evolutionary process, which represents a marked departure from the heavy dependence on clerical support and paper record-keeping systems.

Fiscal Year 1986 Accomplishments (July 1, 1985 to June 30, 1986):

- . ELIPSYS (Examination and List Information Processing System)
 - . reduction of average time to process exams by 49 days due to increased familiarity with and use of the system
 - . on-line access to public safety entry level standings enabling qualified applicants to acquire standing immediately upon request
 - . conversion of eligible lists from old system to ELIPSYS, simplifying certification and eligibility processing, and ending the need to maintain the old system
 - . addition of the Metropolitan District Commission and the Division of Employment Security, bringing the total number of state agencies with access to ELIPSYS to eight. The City of Worcester Personnel Department, the first municipal agency with access to ELIPSYS, also became the first outside agency to enter certification requests and update eligible records.
- . MRPS (Municipal Records Processing System)
 - . MRPS became operational; this system will eventually automate the record-keeping process for 100,000 municipal employees
- . STAR (System for Tracking Applicant Referral)
 - . system became fully operational with the addition of a separate facility for processing managerial job candidates
 - . To support the expansion of the agency's automated system capacity, fifteen terminals and one printer were installed, bringing the total equipment to 45 terminals and 12 printers.



Commonwealth of Massachusetts
Department of Personnel Administration



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